

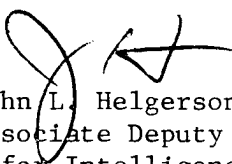


Central Intelligence Agency
Office of the Deputy Director for Intelligence

6 August 1986

NOTE TO: All DI Office Directors
All DI Staff Chiefs

Please read carefully the attached memo from Dan Childs and circulate among your managers. He makes some good points, especially in this era of increasingly difficult resource decisions.


John L. Helgerson
Associate Deputy Director
for Intelligence

Attachment:
COMPT 86-1123, dtd 31 July 1986

ROUTING AND RECORD SHEET**SUBJECT:** (Optional)

Comptroller/Budget Career Development

FROM:Daniel A. Childs, Jr.
Comptroller

EXTENSION

NO.

DATE

31 July 1986

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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*Joyce -
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31 July 1986

MEMORANDUM FOR: Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology

FROM: Daniel A. Childs, Jr.
Comptroller

SUBJECT: Comptroller/Budget Career Development

Doc:-
1. When I returned to the Agency--some four years ago now--I was appalled by both the limited number of experienced budget/planning officers in the Agency and the lack of career development opportunities/incentives in the field.

2. During the period since my return, a number of steps have been taken to try to improve this situation. The Office of the Comptroller has developed several courses on the budget process that range from a half-day to five days full-time. These courses are aimed at both the practitioner and various levels of Agency management and have been generally well received. The Office of Finance has created a budget career track in the Finance career service which allows Finance careerists to pursue a career path in the budget field. They also have taken steps to try to insure more continuity in senior budget/planning positions.

3. Some progress is evident, but it is far too slow. The sad fact is that too many of our officers today--both managers and support officers--are thrust into senior positions ill prepared to cope with the resource management process. And this is not likely to improve significantly in the near-term. I would like to enlist your active support in a more aggressive approach to remedying this problem. Suggested steps you might consider taking include:

- Impress upon managers at all levels in your directorate the importance of familiarity with and direct involvement in the resource management process.
- Encourage managers to accept rotational staff assignments within the directorate that involve planning/resource management, or a rotational assignment in the Comptroller's Office.
- Impress upon junior officers the importance management places on sound budget/planning and encourage them to enhance their skills in this area.
- Encourage B&F officers assigned to your directorate to give priority attention to the budget/planning aspects of their job; include senior B&F officers as an integral part of your directorate management team.

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SUBJECT: Comptroller/Budget Career Development

- Identify a cadre of officers (20-25) at the GS 9-12 level whose assignments, training, etc. would be structured so that they will be prepared to assume senior Agency budget/planning positions within the next five years.
- Consider integrating the budget/planning functions in your directorate; at a minimum, direct greater coordination between the two.

4. These are but a few suggestions that come quickly to mind. I would welcome any further thoughts, comments, or suggestions you might have on this subject.



Daniel A. Childs, Jr.

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